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AUTHOR Howe, Richard D.
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ABSTRACT

This report is part of an annual national survey that examines salaries of full-time teaching faculty in 54 selected academic disciplines. Data for the study were collected from a total of 296 public and 390 private four-year institutions from the baseline year of 1996-97 to the trend year of 1999-2000. This portion of the study covers salary data for business management and administrative services faculty at 93 public and 65 private institutions. A data table lists average salaries for both public and private participating institutions by faculty rank, faculty mix percent, and salary factors. Salary trend information is compared for public and private institutions for each of the two study periods with trend information for all fields and with the Consumer Price Index. The study found that for the 1999-2000 period the average salary of \$75,506 for 1,557 business management and administrative services faculty in public institutions was 31.6 percent higher and the average salary of \$66,497 for 644 faculty in private institutions was 21.5 percent higher than the average salary for all faculty in all major fields, and, respectively, 5.4 percent per year and 1.0 percent per year above the cost of living as measured by the Consumer Price Index. Appended is a list of the 54 selected academic disciplines and lists of the participating public and private colleges. (SM)

**SALARY-TREND STUDY OF FACULTY IN BUSINESS MANAGEMENT AND
ADMINISTRATIVE SERVICES
FOR THE YEARS
1996-97 AND 1999-00**

Foreword

by

Richard D. Howe
Appalachian State University
Boone, NC 28608

Since 1982-83 the College and University Personnel Association (CUPA) in Washington, DC, in cooperation with Appalachian State University in Boone, NC, have conducted annual national faculty salary surveys by discipline and rank each year through 1999-00. Two separate surveys are conducted each year, one for public senior colleges and universities and the other for private senior colleges and universities.

Salary data from the 1996-97 and 1999-00 surveys were collected and tabulated for full-time teaching faculty in 54 selected academic disciplines/major fields chosen from among those defined by A Classification of Instructional Programs, 1990.

Each of the 54 academic disciplines/major fields presents a summary of the overall average salary increase in that academic discipline/major field from the "baseline year" of 1996-97 to and including the "trend year" of 1999-00 for both public and private participating institutions. Of the 357 public institutions which participated in CUPA's public survey of 1996-97, 296 also participated in the 1999-00 survey. Data from those same 296 institutions were used in both the baseline year and the trend year studies. Of the 544 institutions which participated in CUPA's private survey of 1996-97, 390 also participated in the 1999-00 survey. Data from those same 390 institutions were used in both the baseline year and the trend year.

In addition to listing the average salaries in **Business Management and Administrative Services** for both public and private participating institutions by rank, including "new assistant professor," and listing the faculty mix percentage (FAC MIX PCT) and the salary factor, comparisons are made between the two public surveys and the two private surveys for each of the two study years (1996-97 and 1999-00) and with the CPI (Consumer Price index) of changes in cost-of-living.

The list of all 54 selected academic disciplines/major fields surveyed, including **Business Management and Administrative Services**, is found in appendix A, and the lists of all participating senior colleges and universities are found in appendixes B (public) and C (private) of this article.

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BUSINESS MANAGEMENT AND ADMINISTRATIVE SERVICES
FOR THE YEARS
1996-97 AND 1999-00

by
Richard D. Howe

Since 1982-83 the College and University Personnel Association (CUPA) in Washington, D.C., in cooperation with Appalachian State University in Boone, North Carolina, has conducted two annual national faculty salary studies by discipline and rank through 1999-00: one for public senior colleges and universities, and the other for private senior colleges and universities.

Salary data for each study were collected and tabulated for full-time teaching faculty in 54 selected academic disciplines/major fields chosen from among those defined by A Classification of Instructional Programs *(CIP), 1990, including Business Management and Administrative Services. The CIP defines the discipline/major field of Business Management and Administrative Services as,

A summary of groups of instructional programs that prepares individuals to perform managerial, research, and technical support functions related to the commercial and/or nonprofit production, buying, and selling of goods and services.*

[*A Classification of Instructional Programs (Washington, D.C.: National Center for Education Statistics, [1990]. P. 187--52.0000).]

This article summarizes the overall average salary increases in the discipline/major field of Business Management and Administrative Services for both public and private institutions from the "baseline year" of 1996-97 to and including the "trend year" of 1999-00. Of the 357 institutions which participated in CUPA's PUBLIC study of 1996-97, 296 also participated in 1999-00. Data from those same 296 institutions were used in both the baseline year and the trend year. Of the 544

institutions which participated in CUPA's PRIVATE study of 1996-97, 390 also participated in 1999-00. Data from those same 390 institutions were used in both the baseline year and the trend year.

This article lists the average salaries for the discipline/major field of Business Management and Administrative Services for both public and private participating institutions by rank, including NEW ASST PROF (new assistant professor), the FAC MIX PCT (faculty mix percentage), and the SALARY FACTOR. Comparisons are also made using the CPI's (Consumer Price Index) changes in cost-of-living between the two studies for each of the two study years (1996-97 and 1999-00).

The CPI uses a base period of 1982-84 and measures/tabulates prices of food, clothing, shelter and fuels, transportation, medical care, entertainment and other goods and services people buy for day-to-day living. When examining trends in faculty salary, it is important to consider any changes in the purchasing power of salaries due to inflation. Comparing changes in the faculty salaries with the CPI gives one a more precise view of what "real" salary increases are, that is, buying power.

The salary is based on a nine- or 10-month academic year salary of full-time faculty, and does not include any faculty teaching less than 51 percent. Salary for summer academic work, fringe benefits, and perquisites are also not included in the salary data. The average salary is based on the study information with the assumption that all employees are full-time. The average salary displayed is an average of all faculty salaries reported for a given rank and discipline.

"NUM" refers to the number of faculty members whose salaries were included to compute the average salary.

"N/IN" refers to the number of institutions that reported salary data for a given academic rank and discipline/major field.

The FAC MIX PCT represents the percentage of faculty in a given discipline/major field who hold a given academic rank. For example, a FAC MIX PCT factor of 35.5 for associate professors of Business Management and Administrative Services in the 1996-97 public study means that 35.5 percent of the faculty in that discipline/major field held the rank of associate professor.

The SALARY FACTOR for a given rank in a given discipline/major field represents the ratio of the average salary to the total average salary of all institutions in each of the four studies: PUBLIC 1996-97, PUBLIC 1999-00, PRIVATE 1996-97 and PRIVATE 1999-00. For example, a SALARY FACTOR of 1.21 for associate professors in the discipline/major field of Business Management and Administrative Services in the 1996-97 public study means that their average salary is 21 percent higher than the average salary for all associate professors in all institutions in that study.

NEW ASST PROF refers to the grouping of assistant professors hired for the first time in the fall of the study year (1996-97 or 1999-00). All information for this group was included in the ASST PROF group for reporting purposes.

ALL MAJOR FIELDS refers to the entire data base for all 54 disciplines/major fields in each of the four studies. Among other things, it is used to compare the discipline/major field of Business Management and Administrative Services with the entire data base for each study.

The reader will find the size of the sample on which each percentage or dollar value is based to be of particular importance. The smaller the number in the group, the greater the effect of extreme scores on a descriptive statistic such as the average. It should also be noted that any large disparity in the sample sizes between the "baseline year" of 1996-97 and the "trend year" of 1999-00 will lessen the reliability and validity of any conclusions that one might make based on a simple comparison of averages.

	PROF			ASSOC PROF			ASST PROF			NEW ASST PROF			INSTRUCTOR			ALL RANKS		
	SALARY	NUM	N/IN	SALARY	NUM	N/IN	SALARY	NUM	N/IN	SALARY	NUM	N/IN	SALARY	NUM	N/IN	SALARY	NUM	N/IN
DISCIPLINE: BUSINESS MANAGEMENT AND ADMINISTRATIVE SERVICES																		
MAJOR FIELD: Business Management and Administrative Services																		
PUBLIC, 1996-97:																		
AVERAGE																		
SALARY:	74529	595	87	59938	628	84	53958	438	84	54650	73	36	34389	107	30	61821	1768	91
FAC MIX																		
PCT:	33.7%			35.5%			24.8%			4.1%			6.1%			100.0%		
SALARY																		
FACTOR:	1.14			1.21			1.33			1.42			1.13			1.19		
ALL MAJOR FIELDS																		
AVERAGE																		
SALARY:	65318	36783	296	49624	29958	296	40696	26815	296	38610	4221	280	30406	5662	252	51932	99218	296
FAC MIX																		
PCT:	37.1%			30.2%			27.0%			4.3%			5.7%			100.0%		
DISCIPLINE: BUSINESS MANAGEMENT AND ADMINISTRATIVE SERVICES																		
MAJOR FIELD: Business Management and Administrative Services																		
PUBLIC, 1999-00:																		
AVERAGE																		
SALARY:	92776	571	78	69331	496	83	66749	395	82	63971	93	43	40359	95	33	75506	1557	93
FAC MIX																		
PCT:	36.7%			31.9%			25.4%			6.0%			6.1%			100.0%		
SALARY																		
FACTOR:	1.26			1.27			1.50			1.50			1.22			1.32		
ALL MAJOR FIELDS																		
AVERAGE																		
SALARY:	73629	34031	296	54590	26954	296	44512	25567	296	42641	4748	279	33065	6086	248	57389	92638	296
FAC MIX																		
PCT:	36.7%			29.1%			27.6%			5.1%			6.6%			100.0%		
DISCIPLINE: BUSINESS MANAGEMENT AND ADMINISTRATIVE SERVICES																		
MAJOR FIELD: Business Management and Administrative Services																		
PRIVATE, 1996-97:																		
AVERAGE																		
SALARY:	71174	179	41	58791	220	47	53240	138	42	50219	23	16	40407	16	10	60882	553	58
FAC MIX																		
PCT:	32.4%			39.8%			25.0%			4.2%			2.9%			100.0%		
SALARY																		
FACTOR:	1.11			1.22			1.35			1.35			1.26			1.21		
ALL MAJOR FIELDS																		
AVERAGE																		
SALARY:	63882	15451	385	47998	14481	387	39519	13548	387	37113	2158	343	31995	1995	306	50167	45475	390
FAC MIX																		
PCT:	34.0%			31.8%			29.8%			4.7%			4.4%			100.0%		
DISCIPLINE: BUSINESS MANAGEMENT AND ADMINISTRATIVE SERVICES																		
MAJOR FIELD: Business Management and Administrative Services																		
PRIVATE, 1999-00:																		
AVERAGE																		
SALARY:	81742	185	46	65131	220	51	58557	199	45	61760	33	18	43006	40	14	66497	644	65
FAC MIX																		
PCT:	28.7%			34.2%			30.9%			5.1%			6.2%			100.0%		
SALARY																		
FACTOR:	1.16			1.24			1.34			1.50			1.22			1.22		
ALL MAJOR FIELDS																		
AVERAGE																		
SALARY:	70417	13634	385	52454	13411	388	43604	12958	388	41171	2288	342	35170	2046	306	54710	42049	390
FAC MIX																		
PCT:	32.4%			31.9%			30.8%			5.4%			4.9%			100.0%		

RESULTS OF THE TWO PUBLIC STUDIES: 1996-97 AND 1999-00

In the PUBLIC 1996-97 study in the above table, the discipline/major field of Business Management and Administrative Services was reported in 91 of the 296 public institutions. The average salary of the 1,768 faculty was \$61,821. This average salary was approximately 19 percent higher than the average salary of \$51,932 for all 99,218 faculty in ALL MAJOR FIELDS in the same 1996-97 public study.

For the PUBLIC 1999-00 salary study in the above table, Business Management and Administrative Services was reported in 93 of the same 296 public institutions. The average salary of the 1,557 faculty was \$75,506. This average salary was approximately 31.6 percent higher than the average salary of \$57,389 for all 92,638 faculty in ALL MAJOR FIELDS in the 1999-00 public study.

The three-year increase in average salaries for all faculty in the discipline/major field of Business Management and Administrative Services in the public institutions studied was 22.4 percent (\$75,506 minus \$61,821 equals \$13,685). The CPI of increase cost-of-living between October 1996 and October 1999 was 6.3 percent. In comparison, with the CPI, there was a relative increase in Business Management and Administrative Services average faculty salaries over the three-year period by 16.1 percent or an average of 5.4 percent each year above the cost-of-living.

The increase in average salaries for all faculty in ALL MAJOR FIELDS over three years in the public institutions studied was 10.5 percent (\$57,389 minus \$51,932 equals \$5,457). In comparison to the discipline/major field of Business Management and Administrative Services (22.4%), the faculty in ALL MAJOR FIELDS received a relative increase in their salaries of 11.9 percent less than the faculty in the discipline/major field of Business Management and Administrative Services.

In the 1996-97 study the faculty mix percentage in Business Management and Administrative Services is higher at the professor rank than at the assistant professor rank: 33.7 percent vs. 24.8 percent; in the 1999-00 study it is 36.7 percent vs. 25.4 percent. The differences in faculty mix percentage at the ranks of professor and assistant professors in ALL MAJOR FIELDS for both public studies are 37.1 percent vs. 27.0 percent (1996-97) and 36.7 percent vs. 27.6 percent (1999-00).

Finally, the hiring rate of new assistant professors in Business Management and Administrative Services in the public studies was lower than the hiring rate of ALL MAJOR FIELDS in 1996-97, 4.1 percent (73/1,768) vs 4.3 percent (4,221/99,218) and higher in 1999-00, 6.0 percent (93/1,557) vs. 5.1 percent (4,748/92,638).

RESULTS OF THE TWO PRIVATE STUDIES: 1996-97 AND 1999-00

The PRIVATE 1996-97 salary study in the above table indicates that the discipline/major field of Business Management and Administrative Services was reported in 58 of the 390 private institutions. The average salary of the 553 faculty was \$60,882, an average salary 21.4 percent higher than the average salary of \$50,167 for all 45,475 faculty in ALL MAJOR FIELDS in the 1996-97 private study.

In the PRIVATE 1999-00 salary study in the above table, 65 of the same 390 private institutions reported Business Management and Administrative Services. The average salary of the 644 faculty was \$66,497, an average salary 21.5 percent higher than the average salary of \$54,710 for all 42,049 faculty in ALL MAJOR FIELDS in the 1999-00 private study.

The three-year increase in average salaries for all faculty in Business Management and Administrative Services in the private institutions studied was 9.2 percent (\$66,497 minus \$60,882

equals \$5,615). The CPI increased cost-of-living between October 1996 and October 1999 was 6.3 percent. A more realistic increase, therefore, in the average faculty salaries of Business Management and Administrative Services over the three-year time period, is 2.9 percent or 1.0 percent each year above the cost-of-living.

The three-year increase in average salaries for all faculty in ALL MAJOR FIELDS in the private institutions studied was 9.1 percent (\$54,710 minus \$50,167 equals \$4,543). In comparison to Business Management and Administrative Services (9.2%), the faculty in ALL MAJOR FIELDS increased their salaries .1 percent less than faculty in Business Management and Administrative Services.

For the 1996-97 study in the discipline/major field of Business Management and Administrative Services, the faculty mix percentage is higher at the professor rank in comparison to the assistant professor rank: 32.4 percent vs. 25.0 percent (1996-97); and 28.7 percent vs 30.9 percent, (1999-00). The differences in the ranks of professor and assistant professor in ALL MAJOR FIELDS for both private studies are 34.0 percent vs. 29.8 percent (1996-97) and 32.4 percent vs. 30.8 percent (1999-00).

Finally, the hiring rate for new assistant professors in Business Management and Administrative Services was lower than the hiring rate in ALL MAJOR FIELDS in the 1996-97 private study: 4.2 percent (23/553) vs. 4.8 percent (2,158/45,475) and lower in the 1999-00 private study: 5.1 percent (33/644) vs. 5.4 percent (2,288/42,049).

CONCLUSION

This article presents salary-trend information on the academic discipline/major field of Business Management and Administrative Services and compares that information with both ALL

MAJOR FIELDS and the CPI over a period of three years, from the "baseline year" of 1996-97 through the "trend year" of 1999-00. Two studies--one for public institutions, and the other for private institutions--were conducted for the baseline year and for the trend year--a total of four studies. A total of 4,522 (1.6%) faculty in the discipline/major field of Business Management and Administrative Services participated and were included in the 54 disciplines/major fields in each of the four studies and in the overall total of 279,380 participating faculty. The same 296 public institutions and the same 390 private institutions in the United States participated in the baseline year and in the trend year.

Although the public and private studies data may be interpreted in a variety of ways, several significant points are as follows. First, the average faculty salary factors in the discipline/major field of Business Management and Administrative Services for the 1996-97 public study was 19.0 percent higher than that of all ranks in ALL MAJOR FIELDS (1.00); and for the 1996-97 private study it was 21.0 percent higher than the average faculty salary factors for all ranks in ALL MAJOR FIELDS (1.00). In both the public and private studies the average faculty salary factors for all ranks in Business Management and Administrative Services in 1999-00 were 32.0 percent higher and 22.0 percent higher than the average salary factors for all ranks in ALL MAJOR FIELDS (1.00), respectively.

Second, the October 1999 CPI reflects an 6.3 percent increase over the October 1996 CPI and indicates that the faculty in Business Management and Administrative Services in the public institutions received an average annual salary increase of 5.4 percent above the cost-of-living. In the private institutions the annual average salary increase was 1.0 percent above the cost-of-living.

Third, in both the 1996-97 and 1999-00 public studies and in the 1996-97 private study in Business Management and Administrative Services, the professor rank FAC MIX PCTs are higher

than those for the assistant professor rank. However, in the 1999-00 private study the FAC MIX PCTS were lower at the professor rank than at the assistant professor rank.

Finally, the hiring rate of new assistant professors in Business Management and Administrative Services in the 1996-97 public study and in the 1996-97 and 1999-00 private studies were lower than the hiring rate of ALL MAJOR FIELDS, and in the 1999-00 public study was higher.

Because a significant data base of average faculty salaries in the academic discipline/major field of Business Management and Administrative Services has now been developed, it is anticipated that this information will serve as a valuable reference and evaluation tool for interested administrators and professors.

Richard D. Howe is the originator and director of the annual CUPA faculty salary studies. He is a professor of leadership and educational studies at Appalachian State University, Boone, North Carolina.

APPENDICES:

- A - OVERALL LIST OF SELECTED DISCIPLINES, page 10**
- B - LIST OF PUBLIC PARTICIPATING INSTITUTIONS, page 11**
- C - LIST OF PRIVATE PARTICIPATING INSTITUTIONS, page 14**

APPENDIX A

OVERALL LIST OF SELECTED DISCIPLINES

ACCOUNTING	PARKS, RECREATION AND LEISURE STUDIES
ADMINISTRATIVE ASSISTANT AND SECRETARIAL SERVICES	PHILOSOPHY AND RELIGION
AGRICULTURE BUSINESS AND PRODUCTION	PHYSICAL SCIENCES, GENERAL
ANTHROPOLOGY	PHYSICAL THERAPY
ARCHITECTURE AND RELATED PROGRAMS	PHYSICS
AREA, ETHNIC, AND CULTURAL STUDIES	POLITICAL SCIENCE AND GOVERNMENT
BIOLOGY, GENERAL	PSYCHOLOGY, GENERAL
BUSINESS ADMINISTRATION AND MANAGEMENT	PUBLIC HEALTH
BUSINESS MANAGEMENT AND ADMINISTRATIVE SERVICES	READING TEACHER EDUCATION
BUSINESS/MANAGERIAL ECONOMICS	SOCIAL SCIENCES, GENERAL
CHEMISTRY	SOCIAL WORK
COMMUNICATIONS	SOCIOLOGY
COMMUNICATIONS TECHNOLOGIES	SPECIAL EDUCATION
COMPUTER AND INFORMATION SCIENCES	SPEECH PATHOLOGY AND AUDIOLOGY
COUNSELOR EDUCATION/STUDENT COUNSELING AND GUIDANCE SERVICES	VISUAL AND PERFORMING ARTS
CRIMINAL JUSTICE AND CORRECTIONS	
CURRICULUM AND INSTRUCTION	
DRAMA/THEATER ARTS AND STAGECRAFT	
ECONOMICS	
EDUCATION	
EDUCATION ADMINISTRATION AND SUPERVISION	
ENGINEERING, GENERAL	
ENGINEERING-RELATED TECHNOLOGIES	
ENGLISH LANGUAGE AND LITERATURE, GENERAL	
ENTERPRISE MANAGEMENT AND OPERATION	
FINE ARTS AND ART STUDIES	
FOREIGN LANGUAGES AND LITERATURES	
GENERAL TEACHER EDUCATION	
GEOGRAPHY	
GEOLOGICAL AND RELATED SCIENCES	
HISTORY	
HOME ECONOMICS, GENERAL	
LIBRARY SCIENCE	
MARKETING MANAGEMENT AND RESEARCH	
MATHEMATICS	
MULTI/INTERDISCIPLINARY STUDIES	
MUSIC	
NURSING (R.N. TRAINING)	
OCCUPATIONAL THERAPY	
	TOTAL 54

APPENDIX B

CUPA Public Faculty Salary-Trend Studies: 1996-9 and 1999-00

Institutions Participating in Both Studies:

Angelo State University (TX)	Eastern Michigan University (MI)
Appalachian State University (NC)	Eastern New Mexico University Main Campus (NM)
Arizona State University-West (AZ)	Eastern Washington University (WA)
Arkansas State University (AR)	Edinboro University of Pennsylvania (PA)
Arkansas Tech University (AR)	Emporia State University (KS)
Armstrong Atlantic State University (GA)	Fairmont State College (WV)
Auburn University-Montgomery (AL)	Fayetteville State University (NC)
Augusta State University (GA)	Ferris State University (MI)
Austin Peay State University (TN)	Fitchburg State College (MA)
Ball State University (IN)	Florida International University (FL)
Bemidji State University (MN)	Fort Hays State University (KS)
Black Hills State University (SD)	Francis Marion University (SC)
Bloomsburg University of Pennsylvania (PA)	Frostburg State University (MD)
Bluefield State College (WV)	George Mason University (VA)
Boise State University (ID)	Georgia Institute of Technology (GA)
Bowie State University (MD)	Georgia Southern University (GA)
Bowling Green State University (OH)	Georgia Southwestern State University (GA)
Bridgewater State College (MA)	Georgia State University (GA)
California Polytechnic State University-San Luis Obispo (CA)	Glenville State College (WV)
California State University-Fresno (CA)	Grambling State University (LA)
California State University-Fullerton (CA)	Grand Valley State University (MI)
California State University-Northridge (CA)	Idaho State University (ID)
California University of Pennsylvania (PA)	Illinois State University (IL)
Central Michigan University (MI)	Indiana State University (IN)
Central Missouri State University (MO)	Indiana University-Northwest (IN)
Chadron State College (NE)	Indiana University-Purdue University Fort Wayne (IN)
Christopher Newport University (VA)	Indiana University-South Bend (IN)
Citadel, the Military College of South Carolina, The (SC)	Indiana University of Pennsylvania (PA)
Clarion University of Pennsylvania (PA)	Jacksonville State University (AL)
Clemson University (SC)	James Madison University (VA)
Cleveland State University (OH)	Kean University (NJ)
Coastal Carolina University (SC)	Keene State College (NH)
College of Charleston (SC)	Kennesaw State University (GA)
College of New Jersey, The (NJ)	Kent State University Main Campus (OH)
College of William and Mary (VA)	Kutztown University of Pennsylvania (PA)
Colorado School of Mines (CO)	Lake Superior State University (MI)
Columbus State University (GA)	Lander University (SC)
Dakota State University (SD)	Langston University (OK)
Delta State University (MS)	Lewis-Clark State College (ID)
East Carolina University (NC)	Lincoln University (PA)
East Central University (OK)	Longwood College (VA)
East Stroudsburg University of Pennsylvania (PA)	Louisiana State University and Agriculture and Mechanical College (LA)
East Tennessee State University (TN)	Louisiana State University-Shreveport (LA)
Eastern Connecticut State University (CT)	Louisiana Tech University (LA)
Eastern Illinois University (IL)	Maine Maritime Academy (ME)
Eastern Kentucky University (KY)	Mankato State University (MN)

Mansfield University of Pennsylvania (PA)
 Marshall University (WV)
 Massachusetts College of Liberal Arts (MA)
 Mayville State University (ND)
 McNeese State University (LA)
 Mesa State College (CO)
 Metropolitan State College of Denver (CO)
 Metropolitan State University (MN)
 Miami University (OH)
 Middle Tennessee State University (TN)
 Midwestern State University (TX)
 Millersville University of Pennsylvania (PA)
 Minot State University (ND)
 Mississippi State University (MS)
 Mississippi University for Women (MS)
 Missouri Southern State College (MO)
 Missouri Western State College (MO)
 Montana State University-Billings (MT)
 Montana State University-Bozeman (MT)
 Montana State University-Northern (MT)
 Montana Tech of the University of Montana (MT)
 Montclair State University (NJ)
 Morehead State University (KY)
 Murray State University (KY)
 New Jersey City University (NJ)
 New Mexico Highlands University (NM)
 New Mexico State University Main Campus (NM)
 Nicholls State University (LA)
 North Carolina Central University (NC)
 North Carolina State University (NC)
 North Dakota State University Main Campus (ND)
 North Georgia College and State University (GA)
 Northeastern State University (OK)
 Northeastern Illinois University (IL)
 Northern Arizona University (AZ)
 Northern Kentucky University (KY)
 Northern Michigan University (MI)
 Northern State University (SD)
 Northwest Missouri State University (MO)
 Northwestern State University (LA)
 Oakland University (MI)
 Ohio State University Main Campus, The (OH)
 Ohio University Main Campus (OH)
 Old Dominion University (VA)
 Peru State College (NE)
 Pittsburg State University (KS)
 Plymouth State College (NH)
 Portland State University (OR)
 Purdue University-Calumet (IN)
 Purdue University North Central Campus (IN)
 Radford University (VA)
 Ramapo College of New Jersey (NJ)
 Rhode Island College (RI)
 Richard Stockton College of New Jersey, The (NJ)

Rowan University (NJ)
 Rutgers, The State University of New Jersey (NJ)
 Saginaw Valley State University (MI)
 Salisbury State University (MD)
 Sam Houston State University (TX)
 San Francisco State University (CA)
 Shawnee State University (OH)
 Shippensburg University of Pennsylvania (PA)
 South Dakota School of Mines and Technology (SD)
 South Dakota State University (SD)
 Southeast Missouri State University (MO)
 Southeastern Louisiana University (LA)
 Southeastern Oklahoma State University (OK)
 Southern Arkansas University (AR)
 Southern Illinois University at Carbondale (IL)
 Southern Illinois University at Edwardsville (IL)
 Southern Oregon University (OR)
 Southern Polytechnic State University (GA)
 Southern Utah University (UT)
 Southwest Missouri State University (MO)
 Southwest State University (MN)
 Southwest Texas State University (TX)
 Southwestern Oklahoma State University (OK)
 St. Mary's College of Maryland (MD)
 State University of New York at Albany (NY)
 State University of New York at Binghamton (NY)
 State University of New York at Geneseo (NY)
 State University of New York-Stony Brook (NY)
 State University of New York College at Brockport (NY)
 State University of New York College at Buffalo (NY)
 State University of New York College at Oneonta (NY)
 State University of New York College at Oswego (NY)
 State University of New York College at Potsdam (NY)
 State University of New York College at Cortland (NY)
 State University of New York Institute of Technology at Utica-Rome (NY)
 Tarleton State University (TX)
 Temple University (PA)
 Tennessee Technological University (TN)
 Texas A & M International University (TX)
 Texas A & M University-Commerce (TX)
 Texas A & M University-Corpus Christi (TX)
 Texas Tech University (TX)
 Towson University (MD)
 Troy State University (AL)
 Truman State University (MO)
 United States Air Force Academy (CO)
 University of Akron Main Campus, The (OH)

University of Alabama-Huntsville (AL)
 University of Alaska-Anchorage (AK)
 University of Alaska-Southeast (AK)
 University of Baltimore (MD)
 University of California Berkeley (CA)
 University of California Davis (CA)
 University of California Irvine (CA)
 University of California Los Angeles (CA)
 University of California Riverside (CA)
 University of California San Diego (CA)
 University of California Santa Barbara (CA)
 University of California Santa Cruz (CA)
 University of Central Florida (FL)
 University of Central Oklahoma (OK)
 University of Colorado-Colorado Springs (CO)
 University of Colorado-Denver (CO)
 University of Connecticut (CT)
 University of Delaware (DE)
 University of Georgia, The (GA)
 University of Houston (TX)
 University of Houston-Clear Lake (TX)
 University of Houston-Downtown (TX)
 University of Houston-Victoria (TX)
 University of Idaho (ID)
 University of Louisiana at Monroe (LA)
 University of Maine (ME)
 University of Maine-Farmington (ME)
 University of Maine-Fort Kent (ME)
 University of Maine-Presque Isle (ME)
 University of Maryland Baltimore County (MD)
 University of Massachusetts (MA)
 University of Massachusetts-Boston (MA)
 University of Massachusetts-Dartmouth (MA)
 University of Memphis, The (TN)
 University of Michigan-Dearborn (MI)
 University of Minnesota-Duluth (MN)
 University of Minnesota-Morris (MN)
 University of Missouri-Saint Louis (MO)
 University of Montana (MT)
 University of Montevallo (AL)
 University of Nebraska-Kearney (NE)
 University of Nebraska-Omaha (NE)
 University of Nevada-Las Vegas (NV)
 University of Nevada-Reno (NV)
 University of New Orleans (LA)
 University of North Alabama (AL)
 University of North Carolina-Asheville (NC)
 University of North Carolina-Charlotte (NC)
 University of North Carolina-Greensboro (NC)
 University of North Carolina-Pembroke (NC)
 University of North Carolina-Wilmington (NC)
 University of North Florida (FL)
 University of North Texas (TX)
 University of Northern Colorado (CO)

University of Northern Iowa (IA)
 University of Puerto Rico Ponce University College (PR)
 University of South Alabama (AL)
 University of South Carolina-Aiken (SC)
 University of South Carolina-Spartanburg (SC)
 University of South Florida (FL)
 University of Southern Colorado (CO)
 University of Southern Indiana (IN)
 University of Southern Mississippi (MS)
 University of Southwestern Louisiana (LA)
 University of Tennessee at Chattanooga (TN)
 University of Tennessee at Martin (TN)
 University of Tennessee at Memphis (TN)
 University of Texas at Arlington (TX)
 University of Texas at Dallas (TX)
 University of Texas at El Paso (TX)
 University of Texas at San Antonio (TX)
 University of Virginia's College at Wise, The (VA)
 University of West Alabama, The (AL)
 University of West Florida (FL)
 University of Wisconsin-Eau Claire (WI)
 University of Wisconsin-Green Bay (WI)
 University of Wisconsin-La Crosse (WI)
 University of Wisconsin-Stevens Point (WI)
 University of Wisconsin-Stout (WI)
 University of Wisconsin-Superior (WI)
 University of Wisconsin-Whitewater (WI)
 Valdosta State University (GA)
 Valley City State University (ND)
 Virginia State University (VA)
 Washburn University of Topeka (KS)
 Washington State University (WA)
 Wayne State College (NE)
 Weber State University (UT)
 West Liberty State College (WV)
 West Virginia Institute of Technology (WV)
 Western Carolina University (NC)
 Western Illinois University (IL)
 Western Kentucky University (KY)
 Western Michigan University (MI)
 Western New Mexico University (MN)
 Western Oregon University (OR)
 Western Washington University (WA)
 Wichita State University (KS)
 William Paterson University of New Jersey (NJ)
 Winthrop University (SC)
 Worcester State College (MA)
 Wright State University Main Campus (OH)
 Youngstown State University (OH)

APPENDIX C

CUPA Private Faculty Salary-Trend Studies: 1996-97 and 1999-00

Institutions Participating in Both Studies:

Abilene Christian University (TX)	Bryn Mawr College (PA)
Adrian College (MI)	Buena Vista University (IA)
Agnes Scott College (GA)	Butler University (IN)
Albertson College (ID)	Cabrini College (PA)
Albertus Magnus College (CT)	Caldwell College (NJ)
Albright College (PA)	Calvin College (MI)
Alfred University (NY)	Canisius College (NY)
Allegheny College (PA)	Capitol College (MD)
Allen College (IA)	Cardinal Stritch University (WI)
Allentown College of Saint Francis De Sales (PA)	Carlow College (PA)
Alvernia College (PA)	Carroll College (WI)
Alverno College (WI)	Case Western Reserve University (OH)
American University, The (DC)	Catawba College (NC)
Amherst College (MA)	Catholic University of America, The (DC)
Anderson University (IN)	Cedar Crest College (PA)
Anna Maria College (MA)	Cedarville College (OH)
Asbury College (KY)	Central College (IA)
Ashland University (OH)	Central Methodist College (MO)
Aurora University (IL)	Chapman University (CA)
Averett College (VA)	Charleston Southern University (SC)
Avila College (MO)	Clarkson College (NE)
Babson College (MA)	Clarkson University (NY)
Baldwin-Wallace College (OH)	Clear Creek Baptist Bible College (KY)
Barber-Scotia College (NC)	College Misericordia (PA)
Barry University (FL)	College of Mount Saint Joseph (OH)
Bastyr University (WA)	College of New Rochelle (NY)
Baylor University (TX)	College of Notre Dame (CA)
Beaver College (PA)	College of Notre Dame of Maryland (MD)
Bellarmino College (KY)	College of Our Lady of the Elms (MA)
Belmont Abbey College (NC)	College of Saint Benedict (MN)
Belmont University (TN)	College of Saint Catherine (MN)
Benedict College (SC)	College of Saint Elizabeth (NJ)
Bennett College (NC)	College of Saint Mary (NE)
Bentley College (MA)	College of Saint Rose (NY)
Berea College (KY)	College of Saint Scholastica, The (MN)
Bethany College (WV)	College of Santa Fe (NM)
Bethel College (KS)	Columbia College (MO)
Bethel College (MN)	Columbia College (SC)
Biola University (CA)	Columbia International University (SC)
Birmingham-Southern College (AL)	Concordia University (CA)
Blackburn College (IL)	Concordia University (NE)
Bluffton College (OH)	Concordia University-Wisconsin (WI)
Boston University (MA)	Cooper Union (NY)
Bradley University (IL)	Cornerstone University and Grand Rapids Baptist Seminary (MI)
Brenau University (GA)	Covenant College (GA)
Briar Cliff College (IA)	Culver-Stockton College (MO)
Brown University (RI)	D'Youville College (NY)
Bryant College (RI)	

Daemen College (NY)	Holy Family College (PA)
Dakota Wesleyan University (SD)	Holy Names College (CA)
Davidson College (NC)	Hope College (MI)
Davis & Elkins College (WV)	Houston Baptist University (TX)
Defiance College, The (OH)	Illinois Institute of Technology (IL)
Delaware Valley College (PA)	Immaculata College (PA)
DePaul University (IL)	International Bible College (AL)
Dickinson College (PA)	Iona College (NY)
Doane College (NE)	Ithaca College (NY)
Dominican College of Blauvelt (NY)	Jacksonville University (FL)
Dominican College of San Rafael (CA)	Jamestown College (ND)
Dominican University (IL)	John Brown University (AR)
Dordt College (IA)	John Carroll University (OH)
Drake University (IA)	Johns Hopkins University (MD)
Drexel University (PA)	Judson College (AL)
Drury College (MO)	Junata College (PA)
Duquesne University (PA)	Kalamazoo College (MI)
East Texas Baptist University (TX)	Kentucky Wesleyan College (KY)
Eastern College (PA)	Kenyon College (OH)
Eastern Mennonite University (VA)	King's College (PA)
Eckerd College (FL)	La Roche College (PA)
Edgewood College (WI)	La Salle University (PA)
Elizabethtown College (PA)	LaGrange College (GA)
Elmhurst College (IL)	Lake Erie College (OH)
Elon College (NC)	Lakeland College (WI)
Embry-Riddle Aeronautical University (FL)	Le Moyne College (NY)
Emerson College (MA)	Lebanon Valley College (PA)
Emmanuel College (MA)	Lees-McRae College (NC)
Emory University (GA)	Lenoir-Rhyne College (NC)
Eureka College (IL)	LeTourneau University (TX)
Fairfield University (CT)	Limestone College (SC)
Fisk University (TN)	Lincoln Memorial University (TN)
Florida Southern College (FL)	Lindsey Wilson College (KY)
Franciscan University of Steubenville (OH)	Long Island University (NY)
Franklin & Marshall College (PA)	Loras College (IA)
Freed-Hardeman University (TN)	Louisiana College (LA)
Friends University (KS)	Loyola College in Maryland (MD)
Gallaudet University (DC)	Loyola Marymount University (CA)
Gannon University (PA)	Loyola University New Orleans (LA)
Gardner-Webb University (NC)	Lubbock Christian University (TX)
George Washington University (DC)	Luther College (IA)
Georgetown College (KY)	Lynchburg College (VA)
Gonzaga University (WA)	Lyon College (AR)
Gordon College (MA)	Madonna University (MI)
Goshen College (IN)	Malone College (OH)
Grinnell College (IA)	Manhattan Christian College (KS)
Guilford College (NC)	Marian College (IN)
Gustavus Adolphus College (MN)	Marion College of Fond du Lac (WI)
Gwynedd-Mercy College (PA)	Marist College (NY)
Hampden-Sydney College (VA)	Mars Hill College (NC)
Hastings College (NE)	Mary Baldwin College (VA)
Hilbert College (NY)	Marymount College (NY)
Hiram College (OH)	Marymount University (VA)
Hofstra University (NY)	Maryville University of Saint Louis (MO)

Marywood University (PA)
 Massachusetts Institute of Technology (MA)
 McKendree College (IL)
 McMurry University (TX)
 Medaille College (NY)
 Meredith College (NC)
 Merrimack College (MA)
 Messiah College (PA)
 Midland Lutheran College (NE)
 Midway College (KY)
 Midwestern University (IL)
 Milligan College (TN)
 Millikin University (IL)
 Mills College (GA)
 Monmouth University (NJ)
 Mount Mary College (WI)
 Mount Mercy College (IA)
 Mount Olive College (NC)
 Mount Saint Mary's College (CA)
 Mount Saint Mary's College (MD)
 Mount St. Claire College (IA)
 Mount Union College (OH)
 Mulhenberg College (PA)
 Muskingum College (OH)
 National University (CA)
 Neumann College (PA)
 New Hampshire College (NH)
 Newberry College (SC)
 Niagara University (NY)
 North Central College (IL)
 Northeastern University (MA)
 Northwest Christian College (OR)
 Northwestern College (IA)
 Northwestern College (MN)
 Norwich University (VT)
 Notre Dame College (NH)
 Nova Southeastern University (FL)
 Occidental College (CA)
 Oglethorpe University (GA)
 Ohio Northern University (OH)
 Oklahoma Baptist University (OK)
 Oklahoma City University (OK)
 Olivet Nazarene University (IL)
 Our Lady of the Lake University (TX)
 Pace University (NY)
 Pacific Lutheran University (WA)
 Pacific University (OR)
 Pepperdine University (CA)
 Pfeiffer University (NC)
 Piedmont College (GA)
 Pikeville College (KY)
 Point Park College (PA)
 Presbyterian College (SC)
 Principia College (IL)

Providence College (RI)
 Pudget Sound Christian College (WA)
 Quincy University (IL)
 Randolph-Macon College (VA)
 Reed College (OR)
 Regis College (MA)
 Regis University (CO)
 Rensselaer Polytechnic Institute (NY)
 Rider University (NJ)
 Roanoke College (VA)
 Robert Morris College (PA)
 Rockford College (IL)
 Rockhurst College (MO)
 Rollins College (FL)
 Rose-Hulman Institute of Technology (IN)
 Sacred Heart Major Seminary/College and
 Theologate (MI)
 Sacred Heart University (CT)
 Saint Bonaventure University (NY)
 Saint Francis College (PA)
 Saint John's University (NY)
 Saint John's University (MN)
 Saint Joseph's College (PA)
 Saint Martin's College (WA)
 Saint Mary's College of California (CA)
 Saint Mary's University of Minnesota (MN)
 Saint Michael's College (VT)
 Saint Olaf College (MN)
 Saint Xavier University (IL)
 Salem College (NC)
 Salem-Teikyo University (WV)
 Salve Regina University (RI)
 Santa Clara University (CA)
 Scripps College (CA)
 Seattle Pacific University (WA)
 Seattle University (WA)
 Shorter College (GA)
 Siena College (NY)
 Siena Heights University (MI)
 Simpson College (CA)
 Simpson College (IA)
 Smith College (MA)
 Southeastern College of the Assemblies of God (FL)
 Southern Adventist University (TN)
 Southern Methodist University (TX)
 Spalding University (KY)
 Spring Hill College (AL)
 Springfield College (MA)
 St. Andrews Presbyterian College (NC)
 St. Edward's University (TX)
 St. John Fisher College (NY)
 St. Mary's University (TX)
 Stanford University (CA)
 Stetson University (FL)

Stevens Institute of Technology (NJ)
 Susquehanna University (PA)
 Sweet Briar College (VA)
 Teikyo Post University (CT)
 Texas Christian University (TX)
 Texas Wesleyan University (TX)
 The Sage Colleges (NY)
 Thomas College (ME)
 Thomas More College (KY)
 Toccoa Falls College (GA)
 Trinity Christian College (IL)
 Trinity College (DC)
 Trinity College (VT)
 Tulane University (LA)
 Tusculum College (TN)
 Tuskegee University (AL)
 Union College (NE)
 Union Institute (OH)
 Union University (TN)
 United States International University (CA)
 University of Bridgeport (CT)
 University of Charleston (WV)
 University of Dayton (OH)
 University of Detroit Mercy (MI)
 University of Evansville (IN)
 University of Hartford (CT)
 University of La Verne (CA)
 University of Mary Hardin-Baylor (TX)
 University of Miami (FL)
 University of New England (ME)
 University of Portland (OR)
 University of Redlands (CA)
 University of Rio Grande (OH)
 University of Saint Francis (IN)
 University of Saint Thomas (MN)
 University of Saint Thomas (TX)
 University of San Diego (CA)
 University of San Francisco (CA)
 University of Scranton (PA)
 University of Sioux Falls (SD)
 University of Tampa (FL)
 University of the Incarnate Word (TX)
 University of the Ozarks (AR)
 University of the Pacific (CA)
 University of the South (TN)
 University of Tulsa (OK)
 Upper Iowa University (IA)
 Ursuline College (OH)
 Utica College of Syracuse University (NY)
 Valparaiso University (IN)
 Vanguard University of Southern California (CA)
 Villanova University (PA)
 Viterbo College (WI)
 Walsh University (OH)

Warren Wilson College (NC)
 Wartburg College (IA)
 Washington and Jefferson College (PA)
 Washington College (MD)
 Webber College (FL)
 Webster University (MO)
 Western Baptist College (OR)
 Western Maryland College (MD)
 Western New England College (MA)
 Westminster College (PA)
 Westminster College of Salt Lake City (UT)
 Wheaton College (MA)
 Wheeling Jesuit University (WV)
 Widener University (PA)
 William Jewell College (MO)
 William Penn College (IA)
 Williams Baptist College (AR)
 Wilmington College (DE)
 Wilmington College (OH)
 Wingate University (NC)
 Wisconsin Lutheran College (WI)
 Wittenberg University (OH)
 Woodbury University (CA)
 Worcester Polytechnic Institute (MA)
 Xavier University (OH)
 York College of Pennsylvania (PA)

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